

Increasing the quantity and quality of local news through media convergence can lead to larger audiences and increased demand for the participating media outlets. By strengthening local brands and improving the resources and abilities of local media, full convergence may help slow the steady loss of television viewers and reverse newspaper circulation declines, which in turn could facilitate competition, further investments in local news operations, and better serve communities.

## **II. The Benefits of Convergence Are Evident in Several Markets.**

Media outlets in large and small markets nationwide are undertaking efforts to achieve various levels of convergence. In Dallas, A.H. Belo's *Dallas Morning News* and WFAA-TV have replaced competition at every level with cooperation at many levels.<sup>11</sup> In Tampa, employees from Media General's daily newspaper, broadcast television station, and local Internet web portal work literally side-by-side in a new state-of-the-art facility. And convergence is also occurring in smaller markets like Cedar Rapids, Iowa; Fargo, North Dakota; Topeka, Kansas; Tri-Cities, Tennessee/Virginia; and Columbus, Georgia. In these and many other cases, local audiences are reaping the benefits of more and better coverage of local news, information, weather and sports through cross-media partnerships.

Media General's experiences in this regard are particularly noteworthy and something about which I have extensive first-hand knowledge. Media General is engaging in some form of convergence in six of its television markets. All of its outlets maintain separate editorial staffs and independent editorial control over their own content, including candidate endorsements and story selections. The key distinction between the outlets in these "convergence markets" and other outlets in those areas is their coordination of human and intellectual resources.

As a result, newspaper editors and television news directors in each of the convergence markets routinely confer with each other (in some markets, several times a day) to discuss story ideas and to exchange tips, insights, research, and contacts. In some markets, print and broadcast photographers carry equipment capable of producing video images for different platforms. Sales representatives discuss ways to offer advertisers more comprehensive solutions to their marketing needs. Multimedia professionals in these markets are collaborating on developing local Internet news "portals" or integrated web-sites. Television stations in Media General's convergence markets regularly interview newspaper reporters for on-air "talkbacks," and some stations now broadcast stories based on scripts written and researched by print reporters. Many of the newspapers in the convergence markets are publishing articles written by television station reporters.

### **A. Tampa Demonstrates the Possibilities of Full Convergence.**

As a result of my research and work with converging properties, I have developed a model for determining the possibilities of a convergence effort succeeding or failing.<sup>12</sup> The prime factors for improving the likelihood of a convergence effort

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<sup>11</sup> Doug Weaver, "Dallas: Four brands at work in 'coopetition,'" *Extending the Brand*, at 26-30.

<sup>12</sup> See James K. Gentry, "Tampa: Another stop on the road to convergence," *Extending the Brand*, at 31-37

succeeding are: committed, focused leadership; a culture of urgency, innovation and risk taking; coordinating structures; and common ownership. In Tampa, many of these qualities are present, which makes the Tampa situation worth a detailed examination.

Media General's Tampa outlets began "baby steps" toward convergence several years ago. Those efforts took a giant leap forward in winter 2000 with the opening of a new \$35 million facility in Tampa, The News Center, which houses the *Tampa Tribune*, WFLA-TV, and Tampa Bay Online (TBO.com). The building's nerve center is its central news desk on the second floor below a large atrium. Called the Multi-Media Desk, this hub is continuously staffed by editors from all three media. Significantly, this desk facilitates the rapid exchange of story ideas, news content, research, and video images among the *Tribune*, WFLA-TV and TBO.com news staffs, which are located on the second and third floors of the facility.

Media General's three Tampa media outlets regularly pool newsgathering resources to increase the quantity and depth of news reporting. Thus, it is now common for a major breaking story such as the Ybor City fire to be reported on WFLA-TV newscasts by reporters from the *Tribune* at the site – often supplementing reports provided by WFLA-TV reporters covering other angles of the same story. Investigative and "franchise" (business, consumer news, weather) reporters often create stories that appear on multiple platforms. The media outlets also cooperate on "scoops." In one recent, high-profile case, a WFLA-TV reporter broke the story of dangerous corrosion on the Sunshine Bridge not on WFLA-TV, but in an article that first appeared on the front page of the *Tribune*.

Photographers use equipment that enables their work to be easily reproduced in all three platforms, which often gives the *Tribune* and TBO.com the ability to provide pictures for stories that otherwise would include only text (including aerial footage obtained from WFLA-TV's helicopter). TBO.com continuously updates news stories, and occasionally breaks news, through the efforts of its own reporters, as well as those from the *Tribune* and WFLA-TV. Recently, TBO.com initiated a daily email alert to highlight upcoming stories on WFLA-TV's evening newscasts.

Convergence in Tampa has been especially important in increasing the breadth and depth of the content on WFLA-TV and TBO.com. By obtaining full access to the *Tribune*'s archives and research desk, the other outlets can bring more insight and perspective to their coverage of news and information. In return, the *Tribune* gains faster access to breaking news and valuable opportunities for branding its product in this highly competitive, two-newspaper market. *Tribune* editors also say that working with WFLA-TV has created a greater sense of urgency in the *Tribune* newsroom for getting news to the public more quickly. The relationship also has caused the partners to re-conceptualize their approach to news. Whereas in the past reporters and editors often said a story "belonged to" the *Tribune* or WFLA-TV, editors now see themselves as "publishing" 24 hours a day, on whatever platform seems appropriate, in an effort to serve the public, to whom the stories really "belong." In this way, convergence has led to a more community centered approach to the news by all three organizations.

Combining their newsgathering resources has also helped Media General's Tampa outlets gain better access to political candidates and government officials.

They now jointly conduct public opinion polls, hold town hall meetings, and organize other community events (e.g., health fairs, community phone banks) – activities that would have been impossible or difficult without common ownership. For example, the *Tampa Tribune* and WFLA-TV landed the state's only exclusive, joint interview with all of the candidates for the Republican presidential nomination in 1996, just prior to Super Tuesday. During the 2000 Election, the *Tribune* and WFLA-TV jointly organized and presented a public debate among the Florida U.S. Senatorial candidates, conducted public opinion polls, and produced one-hour, prime-time broadcast specials focusing on campaign issues. TBO.com was able to report on these and other joint campaign events. It is unlikely that reporters from any outlet, working alone, would have been able to secure sufficient access and resources to produce these events. In short, the close coordination among the news professionals at Media General's Tampa properties, made possible by common ownership and strong leadership, led directly to an increase in public dialog concerning issues of local concern.

All of Media General's Tampa media outlets are benefiting from convergence. The *Tribune*, despite years of declining circulation, is witnessing a modest circulation increase within its core geographic market. TBO.com is now the most visited Internet web-site in the Tampa Bay region.<sup>13</sup> WFLA-TV, already the DMA's news leader, is now being recognized for providing the best television journalism in its market, outpacing other local stations in such important areas as the coverage of a wide range of topics.<sup>14</sup> A recent study by the Project for Excellence in Journalism (PEJ) and funded by the Pew Charitable Trusts awarded WFLA-TV an overall score of "A" for delivering the best television journalism in the Tampa Bay region.<sup>15</sup> This achievement is especially noteworthy considering that the study rated Tampa as one of the two best markets nationally for high-quality television journalism.

Most importantly, the entire Tampa region has benefited from Media General's convergence efforts. Local readers and viewers now have access to better coverage of news, information, weather and sporting events throughout the region. Indeed, in two separate surveys conducted earlier this year, local residents expressed widespread approval of Media General's efforts. In one survey, 53% of respondents indicated that Media General's convergence efforts have had an overall positive effect on the ways news is presented.<sup>16</sup> The second survey found that 67% of respondents "agree" or "strongly agree" that media convergence improves the quality of news coverage in the Tampa market, versus only 21% who "disagree" or "strongly disagree."<sup>17</sup>

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<sup>13</sup> Scarborough Research 2001 and the *Tampa Tribune* Market Development Department.

<sup>14</sup> Tom Rosenstiel et al., "The Magic Formula: Five proven steps to financial success in news," *Columbia Journalism Review*, November/December 2001, at 5-10.

<sup>15</sup> PEJ is affiliated with the Columbia Graduate School of Journalism. The 2001 study ranked newscasts at 43 stations in 14 cities over two weeks using criteria developed by a team of veteran news professionals. Current and past studies can be found online at [www.journalism.org](http://www.journalism.org).

<sup>16</sup> "Awareness & Opinions of WFLA/Tampa Tribune/TBO Convergence," The Florida Research Group (April 2001), commissioned by Media General, Inc.

<sup>17</sup> "Convergence: Impact on Bay Area Local Television Viewers and Viewing," Audience Research & Development (March 2001), commissioned by Media General, Inc.

The impact also extends beyond news. Multimedia advertising teams are providing local businesses with more platforms to reach potential customers. And the partners often team up to sponsor community activities. Examples include an annual school guide profiling all of the 200-plus public and private schools in Hillsborough County that is constantly updated; Citizens Voice, a weekly feature in the *Tribune*, on WFLA-TV, and on TBO.com that lets the public ask questions about the outlets' journalism with answers provided in all media; and projects such as "Tour of the Turtles" and "Teddy Bears & Trains," which raised funds for the Clearwater Marine Aquarium and the Museum of Science and Industry, respectively.

If, as they say, imitation is the sincerest form of flattery, Media General should consider itself flattered. When Media General first announced its convergence plans, the *Tribune's* cross-bay (and larger) rival, the *St. Petersburg Times*, questioned in its pages whether convergence was merely an excuse to eliminate jobs and save money at Media General's Tampa outlets.<sup>18</sup> Now, only months into convergence, Media General has *increased* its total news employment in Tampa (in spite of a recession in the industry); Media General's local media outlets have improved the content of their products; and television journalism is first-rate, as noted in the Pew study. And as for the flattery, the *St. Petersburg Times* has embarked on its own partnering venture with Tampa's Gannett television station.<sup>19</sup>

Media General's experience in Tampa illustrates the many ways in which participating media outlets and local communities can be strengthened by convergence. As Media General expands its convergence efforts in that market, we should expect further improvements in local news coverage.

#### **B. The Benefits of Convergence Are Possible – And Present – in Small Markets.**

Convergence does not require a large geographic region or a sizeable population. Rather, my research and experience indicate that the critical ingredients for successful implementation of full convergence are certain organizational qualities and leadership attributes, such as those noted above: committed, focused leadership; a culture of urgency, innovation and risk taking; coordinating structures; and common ownership. The first media companies to make a full-scale commitment to convergence, for the most part, have been located in large markets like Chicago, Dallas and Tampa. It is therefore not surprising that the results and benefits of multimedia convergence are most apparent in these and similar large markets.

But because convergence depends on organizational qualities and attributes, the size of the local market is irrelevant. In other words, it is entirely possible for daily newspapers, broadcast stations and local web-sites in large markets as well as small markets to implement full media convergence and for their local communities to derive similar benefits. In fact, convergence is often easier to achieve in smaller and mid-sized markets because there are fewer people involved. And, particularly because

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<sup>18</sup> See, e.g., Eric Deggans, "Today's news: the news," *St. Petersburg Times*, March 20, 2000, at 1D.

<sup>19</sup> Helen Huntley, "Times, WTSP partnership to begin Monday," *St. Petersburg Times*, Jan. 16, 2001, at 8A.

reductions in network compensation may have a greater proportional impact at television stations in smaller and mid-sized markets, promoting full media convergence in those locales is especially important.

Local media in a number of small markets already are at various stages of media convergence. Here are some examples:

***Cedar Rapids-Waterloo-Iowa City & Dubuque, IA (DMA 89).*** The *Gazette of Cedar Rapids*, the *Iowa City Gazette* and KCRG-TV (ABC), all owned by the Gazette Company, have worked together for several years. KCRG-TV's weatherman creates a daily forecast for the newspapers and writes a regular column. The newspaper business editor does a regular report during KCRG-TV's early morning news. In addition, the newspaper and television journalists frequently collaborate on major news stories. And the partners often create packages they call "Read It, See It," where teams of print and broadcast reporters tackle an enterprise story and run it within the same time period, promoting each other's versions. The cooperation on news content is made easier because the newsrooms are in the same building in Iowa City and are in adjacent buildings in Cedar Rapids.

On the advertising side, teams have been created to sell both print and broadcast. For example, team members representing print, broadcast and online have worked together to make a joint presentation to the Mall of America. The integrated sales effort has helped to soften the effect of the advertising slump affecting all media this year.

An especially important component of the partnership is community outreach. The partners regularly work together to promote United Way, the Salvation Army, the Red Cross Blood Drive, and others. They also work together to sponsor community forums on important local issues such as hunger, decaying neighborhoods, and elections. Typically, these forums are jointly publicized and are moderated by representatives from both the newspaper and television station.

***Johnson City, TN-Kingsport, TN-Bristol, VA (DMA 93).*** This is a "Tri-Cities" market consisting of three main population centers in two states. Each of the cities has a daily newspaper, and none of the papers has significant circulation outside of its hometown.

Media General's WJLH-TV (CBS) in Johnson City is now working with Media General's *Bristol (Va.) Herald Courier*. The partners regularly share story ideas, and publicize the other's news content. Through a pooling of resources, the television station has expanded its coverage of news and information in Bristol, while the newspaper has expanded its coverage of Johnson City. The partners share story ideas and have begun some joint sales efforts. Together, these outlets jointly sponsor fundraising and civic events, including (for the first time) public events in the other outlet's community. They also jointly host a community calendar web-site that publicizes local events for 400 non-profit organizations. In addition to improved news content, the benefits of convergence in this market appear to include an increase in social and civic ties between the two communities.

***Florence-Myrtle Beach, S.C. (DMA 109).*** Convergence between Media General's Florence CBS affiliate (WBTW-TV) and its (Florence) *Morning News* has led to

an increase in news coverage for both media. Reporters share story ideas on a daily basis and cooperate on both investigative and breaking stories. Both media can adapt and publicize stories that were written by the other's reporters. For example, the *Morning News* now offers enhanced and expanded coverage of nearby Myrtle Beach by drawing on the resources of the television station's bureau in that community. The newspaper and the television station are hoping to increase their coverage of events in the state's capital by assigning a full-time shared reporter to Columbia. In addition, outlets are now working on creating a local Internet "portal" for Florence.

**Augusta, GA (DMA 114).** The *Augusta Chronicle* and its web partner, AugustaChronicle.com, both owned by Morris Communications Corp., created a product so compelling that a national player decided that it wanted to be a part of the arrangement. Several years ago, the partners created a web site focusing on the Master's golf tourney, which is played in Augusta. As the site evolved, it gained national attention, resulting in an arrangement with CNN/Sports Illustrated, owned by AOL Time Warner. The joint creation is the definitive source for information on the Master's.

**Fargo, N.D. (DMA 119).** In Fargo, where the *Forum*, WDAY-TV (ABC), WDAY radio and the web product, In-Forum, are owned by Forum Communications Co., co-operation and convergence are regular occurrences. The *Forum's* editorial page editor and columnist do a regular weekly radio program. The *Forum's* food writer appears on WDAY-TV three days a week with her own program and appears on WDAY radio five days a week. Part of her salary is paid by the newspaper and part is paid by the television station. In addition, the *Forum* uses Page 2 daily to prominently promote the television, radio and web partners. The *Forum's* newsroom leadership expects to see more partnering with the television newsroom in the near future. The outlets are in the early stages of developing some cross-selling advertising arrangements.

**Columbus, GA (DMA 126).** The major population centers in the Columbus DMA are separated by 30 miles, a river, and a time zone boundary. It is not surprising, then, that Media General's *Opelika-Auburn News* circulates only in the western portion of the DMA, around Opelika and Auburn, Alabama. Media General's WRBL-TV (CBS) is licensed to and has its studio located in Columbus, which is located in the eastern portion of DMA.

Convergence is bridging the geographic and demographic barriers that separate the DMA. The newspaper and television stations discuss story ideas, and share contacts and tips on a daily basis. By sharing their newsgathering resources, the newspaper and television station have been able to expand their coverage of news and sporting events occurring in the other's hometown in a way that otherwise would not be possible. These outlets cross-promote stories, co-sponsor local events (e.g., joint town hall meetings and political debates), and offer joint advertising packages to their customers. The station is planning to build a bureau inside the newspaper's office to enhance its ability to cover, write, shoot, and edit stories in the Opelika/Auburn portion of its market. As a result of their partnership, the newspaper believes it has gained more acceptance and credibility in the market, while the television station believes that its coverage of news is more thorough, especially in the western area of the DMA.

On Sept. 11, a television news crew and a reporter from the *Opelika-Auburn News* drove a news truck to New York City to report on local angles to the terrorist attacks that could not be obtained from national print, broadcast, and cable news services. The resources needed to make this trip and to cover stories of local interest quite simply could not have been marshaled by either the newspaper or television station acting alone. As a result, convergence in the Columbus DMA already has yielded a valuable and tangible public interest benefit to readers and viewers in this below Top-100 market.

**Topeka, KS (DMA 138).** In Topeka, the *Capital-Journal*, WIBW(AM) and CJOnline.com (the newspaper's web-site), are all owned by Morris Communications. The partners have worked together for more than a year on news and community outreach. I am particularly familiar with these efforts, as I have been consulting with the partners since the summer of 2000.

*Capital-Journal* reporters have been enthusiastic in working with the CJOnline web-site, which recently was named one of the top newspaper sites in the nation. Capital-Journal and CJOnline reporters often work together on stories, including an award-winning series of almost 20 reports on crime in Topeka. As part of the package, CJOnline compiled crime statistics from each of the city's 14 police patrol territories and created a map for the web site. Then readers could simply click their mouse on a territory on the map to learn about crime rates in a specific area. Tim Hrenchir, the *Capital-Journal's* lead police reporter, has observed that "convergence enables media outlets to cover news more effectively and promote each other's products."<sup>20</sup> Referring specifically to police reporting, Hrenchir explains, "reporters covering the police beat...will find that convergence enables them to deliver the news in a more timely manner. Convergence enables police reporters to tell stories more effectively through the use of words, pictures, audio and video. It enhances communication between media outlets, ensuring that more thought goes into editorial decisions. In short, convergence helps police reporters do a better job."

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The benefits of full convergence are illustrated well in markets as diverse as Tampa and Fargo. In markets large and small, the converging parties are offering local communities more news, sports, weather, and other information of local interest. In some markets previously noted for distinctly separate communities, the convergence of media may be facilitating greater regional bonds. In sum, convergence efforts in small markets, although still in their early stages, strengthen the participating media outlets, as well as the communities in which they operate.

### **III. Convergence Requires Common Ownership to Succeed.**

Obviously, the public cannot benefit from media convergence if local media properties are not allowed to integrate their operations sufficiently. Bringing expanded and enhanced coverage of news to local communities requires a comprehensive set of organizational talents and abilities. As noted earlier in this statement, based on my research and experience with convergence, the prime factors for improving the likelihood of a convergence effort succeeding are: committed, focused leadership; a

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<sup>20</sup> Interview with Tim Hrenchir, Nov. 28, 2001.

culture of urgency, innovation and risk taking; coordinating structures; and common ownership.<sup>21</sup> These attributes are essential because combining the historically divergent cultural and institutional perspectives that have long separated print journalists from their video and audio peers typically produces friction between and among those involved. Other factors are essential, including shared values; aligned systems such as rewards or processes; extensive and effective communication; one manager; past successes together; cultures flexible or similar, and co-location of operations.

Amassing the essential ingredients for full convergence is a challenge even when the participating media outlets are commonly owned and share a common bond to the local community. For example, Doug Weaver of the *Kansas City Star* has reported how cooperation in Dallas, despite common ownership, initially was slowed by cultural differences between those working for a grandfathered newspaper/television combination.<sup>22</sup> In practice, however, common ownership of the participating media outlets is critically important. A common owner not only sets the tone and goals for news professionals at the newspaper and broadcast station. If publicly committed to media convergence, a common owner can provide the forceful leadership and resources needed to bridge the cultural differences between print and broadcast journalism. In short, organizations that partner with a commonly owned media outlet members are much more likely to have success than those attempting convergence in the absence of common ownership.

In the FCC's 1999 Biennial Review proceeding, Chronicle Publishing Company and Gannett Co., Inc. both submitted papers authored by Charles Rivers Associates Incorporated providing an economic analysis of the benefits of newspaper/broadcast cross-ownership.<sup>23</sup> The papers described the benefits of joint ventures between commonly owned and non-commonly newspaper/broadcast combinations. Significantly, they also described several factors that, theoretically at least, make joint ventures of separately owned newspapers and broadcast stations less economically efficient than similar ventures of commonly owned media outlets.

This is not to say that no amount of convergence can result without common ownership of the participating media outlets. To the contrary, some convergence is possible. For example, in Winston-Salem, Media General's daily newspaper is involved in some limited cooperation with the local Fox television affiliate. Other "cross-company" partnerships include the following:

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<sup>21</sup> See James K. Gentry, "Tampa: Another stop on the road to convergence," *Extending the Brand*, at 31-37.

<sup>22</sup> Doug Weaver, "Dallas: Four brands at work in 'coopetition,'" *Extending the Brand*, at 26-30.

<sup>23</sup> Stanley M. Besen and Daniel P. O'Brien, "An Economic Analysis of the Efficiency Benefits from Newspaper-Broadcast Station Cross-Ownership," July 21, 1998, filed as Exhibit B to Comments of The Chronicle Publishing Co., Inc., MM Docket No. 98-35 (filed July 21, 1998); Stanley M. Besen and Daniel P. O'Brien, "An Economic Analysis of the Efficiency Benefits from Newspaper-Broadcast Station Cross-Ownership," July 21, 1998, filed as Appendix B to Comments of Gannett Co., Inc., MM Docket No. 98-35 (filed July 21, 1998).



- Moline, Ill. – Newspaper owned by Small Newspapers and television station by the New York Times Co.
- Fort Lauderdale – Newspaper owned by Tribune Company and television stations owned in Miami by CBS-Paramount Stations Group and West Palm Beach by Scripps Howard.
- Oklahoma City – Newspaper owned by Oklahoma Publishing Co. and television station owned by Griffin Television.
- San Antonio – Newspaper owned by Hearst Newspapers and television station owned by Belo.

Convergence efforts at these and other non-commonly owned media outlets are often limited to cross-promotion or modest news activities. In such cases, the partners are likely to approach news stories, newsgathering resources, promotional opportunities, and sales with their own goals and biases. Indeed, employees' loyalties, perspectives and even legal obligations can prevent the type of sharing and cooperation that typifies more advanced convergence efforts like those in Tampa, Florence, and Fargo. To take the Winston-Salem example again, although there is some cooperation between the Media General newspaper and local Fox affiliate, the entities do not pool their resources to enhance or expand their coverage of local news, and they do not share content, contacts, tips, sales leads, or ideas. In addition, the Fox station will not allow the newspaper reporters to appear on-air, and the outlets do not promote their partner's stories. Likewise, while Media General's daily newspaper in Richmond, Virginia, has engaged in limited cross-promotion with the local NBC affiliate, its repeated efforts to expand that relationship have gone unheeded.

The likelihood of obtaining full convergence by sheer force of personality at non-commonly owned properties poses a major challenge. As a result, the public interest benefits of increased news content, more thorough and timely coverage, and strengthened local media and communities are extraordinarily difficult to achieve without common ownership of the participating media outlets. In short, full convergence, in which local news expands and improves, and the community is richly served, almost always requires common ownership.

#### **IV. Convergence: Canada and the Future.**

While the United States is taking slow steps toward convergence, a look at the Canadian media landscape reveals quite a different picture. For example:

- Bell Canada, in addition to owning a national phone company, owns the CTV television network, the *Toronto Globe & Mail*, and the Sympatico-Lycos Internet portal. CTV, one of Canada's best known and popular brands, reaches 99 % of English-speaking Canadians.
- CanWest completed the purchase of Hollinger Newspapers in the past year, making it Canada's largest newspaper publisher and giving it newspapers in most markets where it already owns television stations.

CanWest also has specialty cable networks and national Internet portal Canada.com.

- Quebecor has almost 200 newspapers and other publications as well as television stations, a cable operation and national internet portal Canoe.com. The company says that it is the world's largest commercial printer. At its online site, Quebecor bills itself as, "A driving force in media convergence."<sup>24</sup>
- Rogers Communications is Canada's largest cable company. It also owns a national wireless provider, more than 20 radio stations, consumer and business publications, and the Excite.ca Internet portal.
- CHUM has program syndication in more than 100 countries, majority ownership in seven local independent television stations, 17 specialty television channels, almost 30 radio stations and Chum City Interactive on the web.

Whereas the Canadian market gives us a picture of convergence today, we should also look ahead to a future where convergence – both technologically and in forms of media – is an evolutionary certainty. Nicholas Negroponte, professor of Media Technology at MIT and founding director of the MIT Media Lab, stated it most eloquently in his book *Being Digital*.<sup>25</sup> Referring to the fact that newspaper and television content are now being turned into computer bits, Negroponte wrote:

Should it be unlawful to own a newspaper bit and a television bit in the same place? What if the newspaper bit is an elaboration of TV bit in a complex, personalized multimedia information system? The consumer stands to benefit from having the bits commingle and the reporting be at various levels of depth and display quality. If current cross-ownership policies remain in existence, isn't the American citizen being deprived of the richest possible information environment? We are shortchanging ourselves grotesquely if we forbid certain bits to commingle with others.

Policymakers in Canada clearly understand and embrace the future of media convergence. As demonstrated repeatedly in small and mid-sized markets here in the United States, the future of media convergence can produce demonstrable and tangible benefits for the partnering organizations and local communities.

#### **V. The FCC Should Remove Obstacles to Convergence by Repealing Its Newspaper/Broadcast Cross-Ownership Ban.**

When pursued seriously, media convergence facilitates an improvement in the quality of journalism. As the Project for Excellence in Journalism recognized, the local newscasts provided by the four local television affiliates in Tampa are among the best in the nation, and it is possible that the high quality journalism in this market is the by-product of Media General's aggressive efforts to provide better news products at each of its local outlets in Tampa. The Tampa model also suggests that local

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<sup>24</sup> See Quebecor Internet web-site, [www.quebecor.com](http://www.quebecor.com)

<sup>25</sup> Nicholas Negroponte, *Being Digital*, Alfred A. Knopf, New York, 1995, at 57.

advertisers can benefit from convergence, as they are at last presented with complete, cross-platform solutions to their needs.

At a time when local television stations feel financial pressure to cut back – or eliminate – costly local newscasts, and as daily newspapers continue to lose circulation, the public interest would be best served by further efforts to achieve full media convergence in markets large and small. Through such efforts, local media outlets and their communities can reap the tangible benefits of improved coverage of local news, information, weather, and sports, and improved competitive positions *viz-a-viz* nationwide news outlets. Indeed, national news outlets ABC and CBS are today discussing ways of cooperating in newsgathering efforts;<sup>26</sup> ABC and CBS already have a partnership with Fox News to pool video.<sup>27</sup> Entertainment monoliths like Clear Channel generally do not provide local news for their vast radio audiences, but they do offer an extensive array of cross-station and cross-platform sales and promotional options to advertisers.

Remaining strong competitively is made possible by the sharing of valuable and costly newsgathering resources, and such sharing is made much more difficult without common ownership. As a result, the FCC's newspaper/broadcast cross-ownership prohibition presents the single most important obstacle to resource sharing – and the benefits that flow therefrom – in all but a handful of cases. Quite simply, the failure to repeal this ownership ban in markets large and small would be a disservice to the public.

## **VI. Conclusion**

The FCC is properly charged with promoting the “public interest.” In the case of newspaper/broadcast cross-ownership, the FCC should consider carefully what it ultimately wants to promote. Rather than the often-empty promise of “diversity of ownership,” the FCC should ask how it can best promote high-quality local news, community service, and competition in markets of all sizes.

Full local media convergence offers the best opportunity for achieving this goal. The sharing of newsgathering resources and other aspects of newspaper and broadcast stations' operations produces important, demonstrable benefits for those outlets and the communities that they serve. Moreover, there appears to be little impediment to the achievement of these benefits in small markets, other than the FCC's ownership ban. Accordingly, the public interest would best be served by eliminating completely the FCC's newspaper/broadcast cross-ownership prohibition in markets of all sizes.

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<sup>26</sup> “ABC, CBS Discuss Cooperating On a Variety of News Operations,” *Wall Street Journal*, Sept. 16, 2001.

<sup>27</sup> Jon Lafayette, “News service pools clips; Fox, CBS, ABC form Network News Service,” *Electronic Media*, Jan. 3, 2000, at 1A.

**ATTACHMENT A**  
**SELECTED PRESS ACCOUNTS OF CUTBACKS IN LOCAL TELEVISION NEWSCASTS**  
**NOVEMBER 1998 THROUGH NOVEMBER 2001**

<b>Market</b>	<b>Station</b>	<b>Decision</b>	<b>Source</b>
Anchorage	KTVA (CBS)	Announced in April 2000 that it would eliminate morning and noon newscasts.	24
Boston	WSBK (UPN)	Cancelled evening newscasts in 1998.	2
Boston	WMUR-TV (ABC)	Cancelled 9 a.m. and 4 p.m. newscasts in May 2001.	20
Charlotte, NC	WBTW (CBS)	Cancelled 6:30 p.m. newscast in September 2001.	23
Chattanooga	WDSI (Fox)	Cancelled morning and noon newscasts, added 4 p.m. newscast, in January 2001.	16
Chattanooga	WTVN-TV (ABC)	Cancelled weekend morning newscasts in February 2001.	17
Chicago	WBBM-TV (CBS)	Cancelled 6 p.m. newscast in early 1999. Replaced with a one-hour 4 p.m. newscast, which thereafter was cancelled in July 2000. Cancelled Saturday morning newscasts in December 1998.	3, 9
Cleveland	WUAB (IND)	Cancelled 11:30 a.m. newscast in January 1999.	4
Cleveland	WEWS (ABC)	Cancelled 5 a.m. newscast in June 1999.	6
Duluth	KDLH (CBS)	Cancelled noon newscast in November 1998.	1
Green Bay	WLUK-TV (Fox)	Cancelled 10 p.m. newscast in March 2001.	18
Greensboro	WXLV-TV (ABC)	Cancelled morning and weekend newscasts in late 2000.	14
Hattiesburg, MS	WHLT-TV (CBS)	Cancelled all newscasts and eliminated news department in May 2001.	19
Jacksonville	WJXX (ABC)	Cancelled all but one daily newscast in January 2000.	12
Little Rock	KKYK-TV <sup>28</sup> (WB)	Cancelled 9 p.m. newscast in September 1999.	8
Los Angeles	KNBC (NBC)	Announced that it will cancel 4 p.m. newscast in the fall of 2002.	22, 24
Los Angeles	KCBS (CBS)	Cancelled 4 p.m. newscast in 2001.	22
Los Angeles	KCOP (WB)	Announced in July 1999 that it would cancel 7:30 p.m. newscast.	7

<sup>28</sup> Call sign changed to KYPX(TV) on January 30, 2001.

<b>Market</b>	<b>Station</b>	<b>Decision</b>	<b>Source</b>
Miami	WAMI-TV (IND)	Cancelled only newscast and eliminated news department in December 2000.	15
Minneapolis	KSTC-TV (IND)	Cancelled both weekday morning and 6:30 p.m. newscasts in October 2001.	25
Minneapolis	KSTP (ABC)	Cancelled all weekend newscasts in October 2001.	25
Odessa/ Midland	KOSA-TV (CBS)	Cancelled morning newscasts in November 1998.	1
Orlando	WESH (NBC)	Eliminated 4:30 p.m. newscast in April 2000.	10
Sacramento	KMAX-TV (UPN)	Cancelled evening newscast in 1998.	2
San Antonio	KVDA-TV (Tele- mundo)	Cancelled morning and 5 p.m. newscasts in July 2001.	21
Seattle	KSTW(TV) (UPN)	Cancelled all newscasts and eliminated news department in December 1998.	2
St. Louis	KDNL-TV (ABC)	Cancelled all newscasts and eliminated news department in September 2001.	26
Tallahassee	WTWC (NBC)	Cancelled all newscasts and eliminated news department in November 2000.	26
Tampa	WTOG (UPN)	Cancelled 10 p.m. newscast and eliminated news department in 1998.	5
Topeka	WIBW-TV (CBS)	Cancelled noon newscast in November 1998.	1
Washington, DC	WUSA (CBS)	Cancelled 90 minutes of evening newscasts, added 9 a.m. newscast, in September 2000.	13
Washington, DC	WRC-TV (NBC)	Cancelled 9 a.m. newscast in 2000.	13
Wichita Falls, TX	KAUZ-TV (CBS)	Cancelled all newscasts and eliminated news department in November 1998.	1
Youngstown	WYTV (ABC)	Cancelled morning newscast in November 1998.	1

## KEY TO SOURCES

Source	News Article
1	"Benedek Slashes Costs, Staffs," <i>Electronic Media</i> , Nov. 16, 1998 at 1.
2	Dan Trigoboff, "News Not Paramount," <i>Broadcasting &amp; Cable</i> , Dec. 7, 1998 at 30.
3	Dan Trigoboff, "A Day Of Rest. WGN Cancels Saturday Morning Newscast," <i>Broadcasting &amp; Cable</i> , Dec. 21, 1998 at 28.
4	Roger Brown, "Poor Ratings Sink Channel 43 Midday Newscast," <i>The Plain Dealer</i> , Dec. 22, 1998 at 4E.
5	Eric Deggans, "WTTA Might Add Late-Night News," <i>St. Petersburg Times</i> , Mar. 18, 1999 at 2B.
6	Tom Feran, "Wenz Hires Sommers To Do Midday Show," <i>The Plain Dealer</i> , June 9, 1999 at 2E.
7	Cynthia Littleton, "KCOP Dropping Newscast," <i>Daily Variety</i> , July 12, 1999 at 5.
8	"Chatter," <i>The Stuart News/Port St. Lucie News</i> , Sept. 26, 1999 at P6.
9	Phil Rosenthal, "More Bad News for Ch. 2," <i>Chicago Sun-Times</i> , Aug. 16, 2000, at 57.
10	"Chatter," <i>The Stuart News/Port St. Lucie News</i> , Apr. 16, 2000 at P6.
11	"Inside Alaska Business," <i>Anchorage Daily News</i> , Apr. 20, 2000 at 1E.
12	Eileen Davis Hudson, "Market Profile," <i>Mediaweek</i> , May 15, 2000.
13	"Local Media," <i>Mediaweek</i> , Oct. 2, 2000.
14	Jeremy Murphy, "Local Media—Los Angeles Radio Stations: ESPN Radio Picks Up Biggest Affiliate," <i>Mediaweek</i> , Nov. 27, 2000.
15	Dan Trigoboff, "Station Break," <i>Broadcasting &amp; Cable</i> , Dec. 11, 2000 at 33.
16	Barry Courter, "Fox 61 Moves To Be First With News," <i>Chattanooga Times/Chattanooga Free Press</i> , Jan. 21, 2001 at B1.
17	Barry Courter, "Public Gives Locher A Boost," <i>Chattanooga Times/Chattanooga Free Press</i> , Feb. 9, 2001 at H5.
18	Tim Cuprisin, "Green Bay Fox Station Cancels 10 p.m. News," <i>Milwaukee Journal Sentinel</i> , Mar. 8, 2001 at 8B.
19	Kathryn S. Wenner, "News Blackout," <i>American Journalism Review</i> , May 2001, at 12.
20	Denis Paiste, "'Chronicle' Coming To WMUR," <i>The Union Leader (Manchester NH)</i> , May 30, 2001 at A2.
21	"News Roundup," <i>San Antonio Express-News</i> , July 4, 2001 at 2B.
22	Dan Trigoboff, "Station Break," <i>Broadcasting &amp; Cable</i> , Aug. 6, 2001 at 26.
23	Mark Washburn, "WBTV Replaces News Director To Boost Ratings," <i>The Charlotte Observer</i> , Aug. 14, 2001 at 1D.
24	Brian Lowry, "KNBC's News Director to Exit," <i>Los Angeles Times</i> , Aug. 28, 2001 at 3.
25	Jeremy Murphy, "Local Media TV Stations," <i>Mediaweek</i> , Nov. 5, 2001.
26	Dan Trigoboff, "KDNL's St. Louis Blues; KDNL Television in St. Louis, Missouri, Axes News Department," <i>Broadcasting &amp; Cable</i> , Oct. 8, 2001 at 22.

## **About the Author**

James K. Gentry is dean of the William Allen White School of Journalism and Mass Communications at the University of Kansas. In addition to administering the activities of the School of Journalism, Gentry conducts research and teaches courses on the subjects of Media Leadership, Change and Convergence. He also is a Principal in InsideOut Media Partners, a consulting firm that specializes in helping media organizations develop and implement convergence strategies.

In his consulting work, Gentry helps newspapers and broadcast operations develop partnerships in the areas of content, advertising, promotions, online and community outreach. He also assists media companies in developing strategic focus to bring about change and improve the overall quality of leadership and management. In the past year, Gentry has worked with clients in markets as diverse as Salt Lake City and Topeka, Kansas. In 1999-2000, he was the primary consultant to Media General, Inc., helping the news operations of the Tampa Tribune, WFLA-TV and Tampa Bay Online learn to work together in a new facility on the Hillsborough River. He also has consulted on convergence efforts with the Torstar Media Group in Toronto, Canada, Small Newspapers and WQAD-TV in Moline, Illinois, and others.

Gentry is considered the foremost expert on convergence and change in journalism education. As such, he frequently speaks on convergence to media corporate executives, professional journalists and academic groups. In the past 15 months, he made presentations to executives at the annual meetings of McClatchy Newspapers, Hubbard Broadcasting Corporation, and Calkins Media. He also presented a seminar on convergence to executives of Torstar Media in Toronto and facilitated a retreat for managers from Media General Newspapers.

In the past year, Gentry was a frequent speaker at various conferences and seminars, such as: Panel moderator, "Convergence and Sept. 11," Associated Press Managing Editors national convention, October; invited speaker, "Converged Operations: Managing Change and People," American Press Institute program "Convergence: The Tour," October; moderator and program organizer, "Showcasing Convergence in Action," Association for Education in Journalism and Mass Communication national convention, August; panelist, "Media Convergence," Newspaper Association of America National Marketing Conference; panelist, "Media Convergence and Staffing," Society of Human Relations Managers national convention, June; invited speaker, "Grappling with Media Convergence: The Academy," American Press Institute Journalism Educators Seminar, June; panelist, "Looking to the Future: Making Broadcast, Newspaper and Web Partnerships Work," Editor & Publisher Interactive Newspapers Conference, February.

Gentry also works with educational organizations. In the past year, he presented a seminar on convergence to the faculty of the Poynter Institute, and he worked with the journalism and mass communication faculties at Ithaca College and Columbia College Chicago in revising their curricula.

Gentry's academic research is in the area of change and convergence. He has studied management, change and convergence in media organizations for the past 25 years. Through his convergence research, experience, and consultations, Gentry has

developed a model for determining the possibilities for a convergence effort succeeding or failing, a model that was applied in this paper.

In 1994-95, the American Press Institute (API) funded Gentry's research at leading newspapers making major structural changes. Based on that research, and the research in his dissertation, Gentry developed a change model, "A Roadmap for Change," that has been used at API seminars and a number of newspapers. Gentry also has had articles published in *Journalism Quarterly* and *Newspaper Research Journal*, the leading scholarly publications in his field. Gentry's doctoral dissertation, "An Analysis of Change at a Small Daily Newspaper," examines the factors that make change work in a media organization. Over the past five years, Gentry has visited many of the converged news operations in the country and has studied and written about change and convergence for the American Society of Newspaper Editors (ASNE) annual publication.

Gentry has been engaged in higher education since 1976 when he joined the faculty of the University of Missouri School of Journalism. In 1979, he completed his master's degree in journalism with an emphasis in management. In 1993, he completed his Ph.D. in journalism with an emphasis in management and organizational behavior. While a member of the faculty at Missouri, Gentry created and taught courses in Economics of the Media and Management in Media. At Missouri, Gentry also was elected to two terms as chair of the Editorial Department, the largest unit in the School of Journalism. Prior to joining the Missouri faculty, he was a professional journalist, working for newspapers in Memphis, Denver and Columbia, Missouri.

In 1992, Gentry was named dean of the School of Journalism at the University of Nevada, Reno. Under his leadership, the school became known for its focus on critical thinking in instruction and assuring that new media, including the Internet, permeated the curriculum.

In 1997, Gentry became dean of the William Allen White School of Journalism and Mass Communications at the University of Kansas. Under Gentry's leadership, the school developed a converged or multimedia curriculum that went into effect in fall 2000. The new curriculum teaches students how to write for multimedia platforms, how to shoot and edit video, how to work with the Web, and how to integrate the resources of print, broadcast and the Internet. The new curriculum brought to fruition what the school's October 1998 national re-accreditation site team described as "pioneering curricular efforts to prepare students for media convergence," while maintaining its traditional emphasis on writing, editing and critical thinking. In its July/August 2001 issue, *Quill* (the magazine of the Society of Professional Journalists) wrote that Kansas' School of Journalism is "considered by many to be a model for innovative curriculum revision." In recent months, faculty members from the University of Missouri and the University of Georgia visited the Kansas School of Journalism to learn about the K.U. curriculum.

An abridged version of Dean Gentry's curriculum vitae is attached hereto. The views expressed herein are solely those of the author.



## **CURRICULUM VITAE**

### **JAMES K. GENTRY**

Dean

William Allen White School of Journalism and Mass Communications  
University of Kansas  
Lawrence, KS 66045-2350  
(785) 864-4757

### **EDUCATION**

Ph.D., Journalism, University of Missouri, 1993. Emphasis in management and organizational behavior.

M.A., Journalism, University of Missouri, 1979.

B.A., History, Millsaps College, Jackson, Miss., 1966.

### **ACADEMIC EXPERIENCE**

June 1997-present: Dean, Professor, William Allen White School of Journalism and Mass Communications, University of Kansas

1992-1997: Dean, Professor, School of Journalism, University of Nevada, Reno.

1989-1991: Assistant Director, Honors College, University of Missouri.

1989-1991: Associate Professor, School of Journalism, University of Missouri.  
Promotion and tenure earned 1989.

1984-1991: Executive Director, Society of American Business Editors and Writers, national professional organization headquartered at the School of Journalism, University of Missouri.

1980-1991: Director, Business Journalism Program, School of Journalism, University of Missouri.

1985-1989: Assistant Professor, School of Journalism, University of Missouri.

1976-1985: Instructor, School of Journalism, University of Missouri.

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## **ACADEMIC ADMINISTRATIVE EXPERIENCE**

Dean, William Allen White School of Journalism and Mass Communications, University of Kansas, July 1997– present. The dean provides direction for and oversees all activities of the school. Approximately 30 full-time faculty. Budget of \$4 million. Significant activities:

- Led faculty in developing a “converged” curriculum that went into effect in fall 2000. The new curriculum brought to fruition what the school’s October 1998 ACEJMC re-accreditation site team described as, “Pioneering curricular efforts to prepare students for media convergence.” In its July/August 2001 issue, Quill magazine wrote that KU’s School of Journalism is “considered by many to be a model for innovative curriculum revision.”
- In first year as dean, led the faculty in a major change process that included: Developing a values statement, conducting a strategic analysis and a culture analysis, and agreeing on a new core curriculum.
- In second year as dean, led school in gaining re-accreditation and in developing new mission statement that emphasizes critical thinking.
- Unified previously divided faculty and brought about collegial decision making.
- Led school in developing a new faculty governance system.
- Developing greater commitment to scholarship and creative activity among faculty.
- Bringing about more diverse faculty and student body. For example, minority student enrollment increased by 40 percent from 1998 to 1999.
- Expanded School’s professional media opportunities for students with development of The Digital Jayhawk, the School’s online news and information service. TDJ was named the top online product in academia by the Broadcast Education Association in spring 2000.

Dean, School of Journalism, University of Nevada, Reno, 1992-1997. The dean provides direction for and oversees all activities of the school. Twelve full-time faculty. Budget of \$1 million. Significant activities:

- Moved school into new building and played major role in equipping facility.
- Led faculty in developing new mission statement that emphasized critical thinking; assured that critical thinking instruction was at the core of all our teaching.
- Led school in developing a new curriculum.
- Led faculty in assuring that Internet applications permeated curriculum.
- Took strong steps to diversify faculty and student body. Minority enrollment increased 95 percent in four years.
- Led school to re-accreditation in 1996.
- Developed strong visual communication program.

Chair, Editorial Department, School of Journalism, University of Missouri, 1986-1989. The chair, who is elected to a three-year term in a department-wide vote, oversees the academic endeavors of approximately 35 department members and a budget of more than \$2 million. Significant activities:

- Promoted faculty development.
- Brought greater diversity to Editorial Department hiring.
- Initiated teaching workshops and Editorial Department faculty retreats.
- Brought about collegial decision making.

Interim Chair, Editorial Department, School of Journalism, University of Missouri, 1985- 1986. Elected to complete colleague's unfinished term.

Director, Business Journalism Program, School of Journalism, University of Missouri, 1980- 1991. Also Director, Davenport Fellowship Program for business and economics reporters.

Executive Director, Society of American Business Editors and Writers, 1984-1991. SABEW, housed at Missouri's School of Journalism, is the only national professional organization for business editors and reporters from all media. Executive director supervises all activities and, until May 1991, was managing editor of The Business Journalist, SABEW's bimonthly tabloid. SABEW grew from 124 members to 1,100 under my leadership.

### **JOURNALISM EDUCATION POSITIONS**

Member, Accrediting Committee, Accrediting Council on Education in Journalism and Mass Communications, 1996-present, serving second term.

Chair, re-accreditation site visit team, University of Tennessee, Chattanooga, January 2001

Chair, re-accreditation site visit team, Washington & Lee University, November 2000.

Chair, re-accreditation site visit team, University of Arizona, January 2000.

Member, re-accreditation site visit team, Syracuse University, October 1997.

Member, re-accreditation site visit team, Brigham Young University, February 1997.

### **NATIONAL PROFESSIONAL POSITIONS**

Member, Freedom Forum Pacific Coast Center Advisory Committee, 1996-2000.

Member, ASNE Partnerships and Diversification Committee, American Society of Newspaper Editors, 1998-present.

Member, 1997 ASNE National Convention Program Committee, 1996-1997.

Member, ASNE Change Committee, 1996-1998.

Member, ASNE Future of Newspapers Committee, 1995-1996.

## **PUBLICATIONS, CREATIVE ACTIVITY**

### **Creative Activity**

Author, "Tampa: Another Stop on the Road to Convergence," Extending the Brand: A Newspaper Editor's Guide to Partnerships and Diversification in a Converged Media World, publication of American Society of Newspaper Editors Partnerships and Diversification Committee, April 2000.

Author, "Convergence on Campus: J-School of the Future," Extending the Brand: A Newspaper Editor's Guide to Partnerships and Diversification in a Converged Media World.

Co-author, Making Change, magazine of ASNE Change Committee, with Donica Mensing, April 1999. My two pieces examined convergence at the Orlando Sentinel and zoning at the St. Petersburg Times.

Co-author, "Taking the Pulse of Newsrooms in Transition," Change: Living It, Embracing It, Measuring It, publication of ASNE Change Committee, with Donica Mensing, April 1997.

Co-author, "Benchmarks Key to Marking Progress," Change: Living It, Embracing It, Measuring It, publication of ASNE Change Committee, with RonNell Jones, April 1997.

Co-author, "Keys to Success: Advice from Editors Who've Made the Change," Change: Living It, Embracing It, Measuring It, publication of ASNE Change Committee, with RonNell Jones, April 1997.

Author, "A Roadmap for Change." In 1994-95, the American Press Institute funded my research at leading "change" newspapers such as Portland, Ore., Norfolk and Dayton to examine the types of changes occurring in each newsroom. Based on that research, and the research in my dissertation, I developed a change model that has been used at API seminars and a number of newspapers. The model is regularly updated.

### **Refereed Publications**

Co-author, "Characteristics of Graphics Managers at Metropolitan Dailies," Newspaper Research Journal, with Barbara Zang, Fall 1989.

Co-author, "The Impact of Electronic Editing Equipment on Editing Ability," Journalism Quarterly, with Linda J. Shipley, Fall 1981.

### **Digital Publications**

Author and editor, "Covering Business" segment of FACSNET site, a World Wide Web site developed by the Foundation for American Communications. Wrote, "Mapping the Business Beat: Understanding the Business Story" and "The Numbers of Business: Part I, Reading Business Financial Statements." Edited, "The Numbers

of Business: Part II, Financial Analysis," written by Gary L. Trennepohl. Summer, Fall 1996. [http://www.facsnet.org/report\\_tools/covering\\_business/main.html](http://www.facsnet.org/report_tools/covering_business/main.html)

### **Invited Publications**

Co-author, "Development Education and the Mass Media," chapter in Teaching Global Development: A Curriculum Guide for Undergraduate Educators, edited by William Savitt, with Lillian Rae Dunlap, University of Notre Dame Press, 1993.

### **General Publications**

Co-author, "Meeting Resistance to Change," APME Newsroom Change Committee Report, with Jean Gaddy Wilson, 1995.

Author, "An Analysis of Change at a Small Daily Newspaper," doctoral dissertation, University of Missouri, 1993.

Managing Editor, The Business Journalist, bimonthly journal of the Society of American Business Editors and Writers, 1984-1991. The Business Journalist is the only national, professional journal serving business editors and reporters in all media. Developed story ideas, assigned and edited stories, supervised design and directed production.

Author, "Business and Consumer News," chapter in fourth edition, News Reporting and Writing, by The Missouri Group, St. Martin's Press 1991. Nation's top-selling reporting text.

Author, "Business: Reporting on For-Profit Corporations," chapter in second edition, The Reporter's Handbook: An Investigator's Guide to Documents and Techniques, edited by Investigative Reporters and Editors, Inc., St. Martin's Press 1990.

Co-author, "The Rise of the Graphics Editor," Washington Journalism Review, with Barbara Zang, January/February 1989. (WJR is now American Journalism Review)

Author, "Taking Stock at Small Papers: How the Crash Hit Home," Washington Journalism Review, March 1988.

Author, "Business Media Need Access, Honesty," Kansas City Times, October 1987.

Co-author, "Let's Do Business," Design/Journal of the Society of Newspaper Design, with Daryl Moen, Spring 1987.

Author, "Business and Consumer News," chapter in third edition, News Reporting and Writing, by The Missouri Group, St. Martin's Press 1988.

Author, "The Best and Worst of Corporate Public Relations," Washington Journalism Review, July 1986.

Author, "Business and Consumer News," chapter in second edition, News Reporting and Writing, by The Missouri Group, St. Martin's Press 1985.

## **ACADEMIC PRESENTATIONS**

Co-author with Karen Hallows and Steve Buckles, "An Analysis of Business Journalists' Understanding of Economics, Finance and Accounting," presented at the National Association of Economic Educators, October 1998.

## **PROFESSIONAL EXPERIENCE**

1976-1980: Assistant News Editor, Columbia Missourian, School of Journalism, University of Missouri.

1975-1976: Managing Editor, Columbia Daily Tribune, Columbia, Mo.

1975: Sports Slotman, Rocky Mountain News, Denver, Colo.

1973-1974: Sports Editor, Columbia Daily Tribune, Columbia, Mo.

1970-1973: Sports Writer and Sports Copy Editor, Commercial Appeal, Memphis, Tenn.

1969-1970: Journalism/Government Teacher, Callaway High School, Jackson, Miss.

## **NATIONAL ACTIVITIES (2001, 2000, 1999)**

Invited speaker, "Convergence today and tomorrow," Calkins Newspapers Executive Retreat, Hershey, Pa., October 2001.

Panel moderator, "Convergence and Sept. 11," APME national convention, Milwaukee, October 2001.

Invited speaker, "Converged operations: Managing change and people," API program "Convergence: The Tour," Sarasota, October 2001.

Moderator and program organizer, "Showcasing convergence in action," AEJMC national convention, Washington, D.C., August 2001.

Panelist, "Media convergence," NAA National Marketing Conference, Washington, D.C., July 2001.

Curriculum analysis, Park School of Communication, Ithaca College, Ithaca, N.Y., July 2001.

Panelist, "Media convergence and staffing," Society of Human Relations Managers national convention, San Francisco, June 2001.

Invited speaker, "Grappling with media convergence: The academy," API Journalism Educators Seminar, Reston, Va., June 2001.

Invited speaker, "Media convergence," Hubbard Corporation Management Conference, Dorado Beach, Puerto Rico, March 2001.

Invited speaker, "Converging your curriculum," Columbia College Executive Retreat, Chicago, March 2001.

Panelist, "Looking to the future: Making broadcast, newspaper and web partnerships work," E&P Interactive Newspapers Conference," Dallas, February 2001.

Invited speaker, "Convergence: An overview," Poynter Institute Faculty Seminar, St. Petersburg, Fla., January 2001.

Facilitator, "Convergence and Media General," Media General Newsroom Managers Workshop, Atlanta, December 2000.

Invited speaker, "Convergence today," Torstar Media Executive Committee, Toronto, December 2000.

Invited speaker, "Converged operations: Managing change and people," API program "Convergence: The Tour," Tampa, November 2000.

Invited speaker, "Convergent media," City and County Marketing and Communications Association, Regional Conference, Lawrence, Ks., November 2000.

Invited speaker and co-organizer, "Media Convergence," FACS Conference, Tampa, October 2000.

Panelist, "Curriculum change and convergence," Society for Professional Journalists national convention, Columbus, Ohio, October 2000.

Presenter and organizer, "Accounting and Finance for Business Reporters," Bloomberg News reporters, two-day program, Washington, D.C., October 2000.

Presenter, "Current Developments in Convergence," McClatchy Company 2000 Publishers and Editors Meeting, Carmel, Calif., August 2000.

Panelist, "Effective Leadership in a Revolutionary Time," "Telepaper? Newsvision? Convergence Challenges for the Future," "Designing Media Research to Enhance Professional Practice," "Work's Worth: Supporting and Evaluating Faculty Performance," Association for Education in Journalism and Mass Communication national convention, Phoenix, August 2000.

Facilitator, Strategic Planning Retreat, Topeka Capital-Journal, Topeka, Kan., August 2000.

Presenter and organizer, "Accounting and Finance for Business Reporters," San Jose Mercury-News business reporting staff, two-day program, San Jose, July 2000.

Invited speaker, "Grappling With Media Convergence," Journalism Educators Conference, American Press Association, Reston, Va., June 2000.

Invited speaker, "Tools for Leadership" and "Making Change in Academia," Diversity Leadership Institute for Journalism Administrators, Freedom Forum Pacific Coast Center, San Francisco, June 2000.

Facilitator, Strategic Planning Retreat, Kansas Chapter, American Academy of Pediatrics, Kansas City, Kan., May 2000.

Organizer, "New Tools, New Journalism," New Directions for News, McCormick Tribune funded roundtable, part of the "Media Convergence and Globalization" series, San Jose, September 1999.

Panelist, "How Broad Should the Academic Curriculum Be," Association for Education in Journalism and Mass Communication national convention, New Orleans, August 1999.

Presenter and organizer, "Accounting and Finance for Business Reporters," San Jose Mercury-News business reporting staff, two-day program, San Jose, June 1999.

Invited speaker, "Responding to the Challenges and Opportunities Facing Journalism Educators," American Press Institute, Journalism Educators Seminar, Reston, Va., June 1999.

Facilitator, New Directions for News, McCormick Tribune funded series, "Media Convergence and Globalization," Boston, June 1999.

Facilitator, New Directions for News, McCormick Tribune funded series, "Media Convergence and Globalization," Charlotte, N.C., March 1999.

## **ACADEMIC SERVICE**

### **University of Kansas**

Member, Information Technology Steering Committee, 1998-present

### **University of Nevada, Reno**

Chair, University search committee to select new Vice President for Academic Affairs, 1996-1997. VPAA is chief academic officer for campus.

Chair, University Parking and Traffic Board, 1994-1996.

Member, Affirmative Action Advisory Board, 1994-1996.

Chair, University search committee for Assistant to the President for Diversity, 1993-1994. Assistant works with UNR president, at the level of a vice president, to advance diversity on campus.



Member, Ad Hoc Committee to Evaluate the Affirmative Action Office, 1992-1993.

Member, Council of Deans, 1992-1997.

### **University of Missouri-Columbia**

Assistant Director, Honors College, 1989-1991. One of three assistant directors campuswide.

Member, Honors Council, 1988-1989.

Member, Department Chairs' and Directors' Steering Committee, 1985-89.

### **School of Journalism**

Chair, School Promotion and Tenure Committee, 1990-1991. Elected chair by committee.

Member, School Promotion and Tenure Committee, 1989-1991. Elected by tenured faculty.

Member, Strategic Planning Group, 1989-1991.

Chair, Strategic Planning Group, 1989-1990.

Member, Policy Committee, 1989-1991. Elected by schoolwide vote.

Member, Master's Degree Comprehensive Exam Committee, 1989-1991.

Chair, Associate Dean Search Committee, 1989-1990.

Chair, Budget Committee, 1989-1990. Elected chair by committee.

Chair, Editorial Department, 1986-1989. Duties enumerated in "Administrative Experience."

Member, School of Journalism Dean Search Committee, 1988-1989.

Faculty advisor, Journalism Students Association, 1988-1989. Selected by JSA officers.

Chair, Budget Repair Committee, 1988-1989. Committee named by School of Journalism dean to develop formal, rational budgeting procedures.

Member, Executive Committee, Placement and Advising Committee, Admissions Committee, 1985-1989.

Interim Chair, Editorial Department, 1985-1986. Elected by department faculty to fill unexpired term.